

Winners of the Colorado Par-Tee on the Green



Thank you to all our sponsors and everyone who joined us for the 11th Annual Colorado Golf Tournament, which was held on July 21 at the Raccoon Creek Golf Course in Littleton, Colorado. The wonderful weather and beautiful scenic golf course couldn't have made this day more perfect. Congratulations to all our winners!

1st Place

Prize: \$150 gift certificates to Dick's Sporting Goods

Dan Bracken (EFI)
Mike Wasik (Eaton Square)
Brian Stanley (EFI)

Hole Contests

Men's Longest Drive
Brian Lewandowski (BR Printers)

Women's Longest Drive
Tamera Rice-Ehrman (Mittera)

Longest Putt
Scott Cohen (KD Kanopy)

Closest to the Pin
Mike Brooks (OneTouchPoint)



2nd Place

Prize: \$100 gift certificates to Buffalo Rose Restaurant in Golden, Colorado

Kevin Eady (Publication Printers Inc)
Shane Manning (Publication Printers Inc)
Nate Saunders (Publication Printers Inc)



3rd Place

Prize: Gogogo Laser Golf Rangefinders

Jerry Coady (HP)
Rick Hillbrand (Cottrell Printing)
Matt Blue (Hampden Press)
Damian Dorrance (MGX)

BUSINESS MANAGEMENT

How to Deliver Bad News to a Client

It's a fact: Sooner or later you'll have to deliver difficult news to a client. Perhaps you made a mistake or missed a deadline. Maybe a delivery will be delayed, prices have gone up or credit has been denied. Whatever it is, how you present the news (i.e. how you "market" it) can have as big an impact as the news itself.

- Here's what you should do:
- Assess the situation.** To whom should you be delivering the news? What impact will this news have on the customer and their business? If there is a problem, what will it likely take to convince the customer that the situation is contained or under control?
 - Tell the client ASAP.** Don't try to hide the situation. Assume that the longer you wait, the worse the problem will get. They're more likely to forgive you for the problem than to forgive you for hiding the problem.

"I have something to tell you that is not what you're expecting to hear." Then explain the situation and your understanding of what caused it.
 - Present solutions.** Ideally you will never have to deliver the bad news that a problem has arisen without being able to also present potential solutions to this problem. Focus on what you can do to alleviate the situation for your customer and be prepared to offer what you see as the best possible solutions.
4. **Accept the blame and apologize.** If you or your company has done something wrong, now's the time to admit it. Whether or not it was your fault, a heartfelt apology will demonstrate your sincerity and concern.

5. **Empathize.** Let the client know that you understand what an inconvenience (or serious problem) this situation is for them. Don't act like it's "no big deal" if it is not.

6. **Follow up.** Stay in close contact with the customer until you know that the problem has been resolved to their satisfaction.
- Finally, don't forget to ask for the client's continued support. "Mary, can I count on you to accept my apology and continue to work with me to keep things moving forward?" This step is often neglected, and can go a long way towards cementing the relationship in spite of the current glitch.
- Dealing with problems is never easy, but how you deliver difficult news—and of course follow up by delivering solutions—can make a world of difference.
- Source: Linda Coss, Plumtree Marketing, Inc., www.PlumtreeMarketingInc.com

MEMBER NEWS

Jan Gottesman of Kelly Spicers Receives 2022 Stanley O. Styles Industry Excellence Award

The National Paper Trade Association (NPTA) has presented the 2022 Stanley O. Styles Industry Excellence Award to Jan Gottesman, president of Kelly Spicers. This award was created to recognize individuals who have made a positive impact through innovation, hard work and effective management.

"Jan's career encapsulates the story of our industry," said John Milazo, Vice President of Sales – Merchants at Domtar, "navigating through mergers and acquisitions, adjusting when necessary and staying a steady champion of our business."

Jan started her career as a mill representative in Northern California. From there, she went on to adopt various leadership roles and responsibilities that eventually landed her the position of Kelly Spicers' President. Kelly Spicers, formerly known as Kelly Paper & Spicers Paper, is one of the leading distributors of paper, packaging, wide format and facilities solutions products.

Outside of Kelly Spicers, Jan has dedicated great time and effort to various industry associations, including PIASC, the Paper and Packaging Board, Domtar Merchant Advisory, Sappi Merchant Advisory and NPTA.

THANK YOU, COLORADO GOLF SPONSORS



HUMAN RESOURCES

Workplace Investigations: When Should You Consider Retaining an Outside Investigator?

Increasingly, organizations are conducting workplace investigations in response to employee concern. Matters that, in the past, might have been handled by a conversation with the subject of the complaint and perhaps one or both parties' managers are now referred for an investigation. That investigation typically includes documented interviews with both parties and others believed to have relevant information, as well as a review of other materials.

Human resources is most typically tasked with conducting these types of investigations. Sometimes, though, an organization is best served by retaining someone outside the organization to investigate a workplace concern. In my 15 years conducting workplace investigations, I have found that determining when to retain an outside investigator largely depends on four factors. These are: conflicts of interest, sensitivity of the issue, skills and experience, and workload management.

Conflicts of interest

What happens when it is the CEO, business owner, board chair or other senior leader who is the subject of an employee complaint? This situation creates a conflict of interest for the

individual within the organization who would typically be conducting a workplace investigation. This person is being asked to look into a complaint against those who ultimately determine the investigator's pay and future with the organization. The internal investigator's independence and ability to conduct an effective investigation may be compromised.

Even if the internal investigator feels equipped to disregard the underlying power dynamics and objectively gather and evaluate the factual information, there is an overriding appearance of undue influence. This may undermine confidence in the objectivity of the outcome.

An outside investigator can help an organization avoid these conflict-of-interest concerns.

Sensitivity of the issue

Sometimes the nature of the concern raised warrants retaining an outside investigator. For example, matters involving a sexual assault or a domestic violence issue that has carried into the workplace may present particular sensitivities that the internal investigations team is not experienced

to handle. A trauma-informed approach is recommended for investigating these types of matters. This approach involves a focus on open-ended questions, delicate probing and an appreciation that the complainant's account may be fragmented or disjointed but still credible.

These attributes of a trauma-informed approach are arguably best practices for any workplace investigation. But if the internal team lacks appropriate training in this approach, then an outside investigator may be a better option.

Skills and experience

Smaller organizations often do not have an internal human resources function. HR support may be provided through an outside organization or may be assigned to the business owner, the head of operations or the finance head. Or perhaps an organization does have one or more internal people responsible for human resources, but their role and experience has primarily focused on recruiting, benefits administration or HR advisory work. They may have little or no experience conducting workplace investigations. In these situations, leveraging the skills and experience of an outside investigator is helpful.

Workload management

Finally, sometimes an internal HR or investigations team just has too much on its plate or is short one or more staff and needs additional resources on an interim basis. In these situations, the outside investigator still offers the benefit of more independent accountability and perspective. But now the investigator's value is primarily in being able to "hit the ground running" and offer support.

Final considerations

An experienced outside investigator can be a helpful resource to organizations in a range of situations. It is a good idea to let the investigator know at the outset what the business issue is that prompted you to reach out to them. If, for example, an outside investigator is being retained due to a conflict of interest, then clarifying to whom the investigator will be reporting is important to ensure there is no perpetuation of the conflict. And if the investigator is simply an extra set of hands to manage workload, then it is important to clarify when and how the investigator will be engaged for specific matters.

Source: Tracey I. Levy, Levy Employment Law, LLC, www.LevyEmploymentLaw.com

HUMAN RESOURCES

Asking about a Job Applicant's Previous Use of Sick Time



You might wonder: Can you ask references about an applicant's previous use of sick time? After all, this might give you a sense of their reliability.

However, the answer is no, you should not make any inquiries into an applicant's history of calling in sick. Asking about absences because of illness or injury before extending an offer of employment runs afoul of the Americans with Disabilities Act (ADA) because it's likely to elicit information about an applicant's disability.

Sick leave laws may also come into play. If you're in a state that requires you to provide sick leave, making adverse employment decisions based on use of protected sick leave use (including deciding not to hire someone) could expose you to liability.

Finally, someone's past use of sick time is not a good indicator of reliability, particularly when we've been experiencing a global pandemic for the last 2.5 years. Asking about this could eliminate great applicants who have had caregiving responsibilities and ultimately have a disparate impact (a legal no-no) on certain protected classes. For example, according to a Kaiser Family Foundation study, 50% more women than men reported taking time off work to care for children during COVID-related school closures.

If you still want to consider an applicant's previous job attendance as a gauge of their reliability, you could ask about their attendance record generally, rather than asking about absences for sickness.

Source: HR|BIZZ

UPCOMING WEBINAR

WEBINAR

Maximize Sales & Profits with Cost Rates Advisor Software

WED., AUGUST 31 • 10:00-11:00 AM • ONLINE



DATE: Wednesday, August 31, 2022
TIME: 10:00 -11:00 am PT
LOCATION: Via Zoom

Free for PIASC members

Producing accurate cost rates is vitally important for your printing organization. After all, if your cost rates are wrong, your estimates, price markups, job cost reports, commission calculations and job profitability reports are wrong, too.

This may sound obvious, but considering the industry's competitive environment, cost rates that are off by just a few dollars can have a substantial impact on both sales and profit margins.

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- Receive a 25% discount as a PIASC member

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UPCOMING EVENTS

Arizona Par-Tee on the Green



DATE: Friday, Sep. 16, 2022

LOCATION: Raven Golf Club
3636 E Baseline Rd
Phoenix, AZ 85042

COST: \$159 per member, \$179 per non-member
Includes: breakfast & coffee, lunch, 5 raffle tickets, polo shirt and koozie and 2 drinks

6:30 am - Registration
7:30 am - Shotgun Start

\$2000 worth of raffle items!

Register today at
conta.cc/3C6W36o

For information, contact Cathy Skoglund at 602.999.1304 or cathy@piasc.org.

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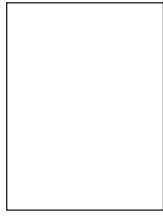
SELLING: 7 boxes Reincarnation 100 Matte Blue White 120# Cover, 300 sheets per box, 26.00 x 40.00, 100% recycled paper; US Paper Counters Bantam-1 with tabber, 2004 model in good condition; Mini Max Oval Strapping machine in good condition. Pictures are available upon request. Call Lane at Wilcox Foil in Portland, Oregon, 503-239-4443.

SELLING: 37-inch Cutter Challenger, Baum Folder, Heidelberg Windmill Press Original Classic. Call Eric at 310-649-5855.

SELLING: Vutek HS100 Digital Press Email Vaz at vkharhayan@justmanpackaging.com.

SELLING: Presstek 34 DI 4-Color Offset Press, Direct Press 5634 DI. Call Cari at 310-787-7774.

Want to place a classified ad? Contact Kristy Villanueva at 323.728.9500, Ext. 215, kristy@piasc.org.



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PIASC Events Calendar

AUG 31 Maximize Sales & Profits with Cost Rates Advisor Software Wednesday August 31st Online Webinar https://bit.ly/CostAdvisor	SEP 13-15 Labelexpo Americas 2022 Tuesday-Thursday, September 13-15 Chicago, IL www.labelexpo-americas.com
OCT 18-20 Mail Design Certification Tuesday-Thursday October 18-20 Online Webinar https://bit.ly/MailDesign	OCT 19-21 PRINTING United Expo Wednesday-Friday, October 19-21 Las Vegas, NV https://www.printingunited.com/
OCT 22-23 LA Printers Fair Saturday-Sunday, October 22-23 Carson, CA www.printmuseum.org/los-angeles-printers-fair	

For full list of events, please visit www.piasc.org/events

PIASCNative.news
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